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AGO ltr 29 Apr 1980

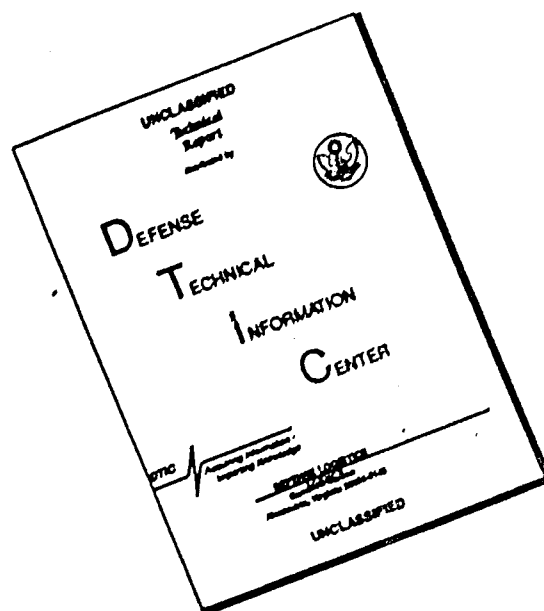
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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (11 Jun 69) FOR OT UT 692185

16 July 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, I Corps
Tactical Zone Signal Group, Period Ending 30 April 1969

AD855695

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT
(ARMY) ATTN FOR OT UT, WASHINGTON, D.C. 20310

DEPARTMENT OF THE ARMY
Headquarters, I CTZ Signal Group
APO San Francisco 96308

SCCPV-PGOI

14 May 1969

SUBJECT: Operational Report of Headquarters, I Corps Tactical Zone Signal Group for Period Ending 30 April 1969.

SEE DISTRIBUTION:

1. Section 1, Operations: Significant Activities:

a. I Corps Tactical Zone Signal Group was composed of the following units as of 30 April 1969. An organizational diagram is attached as inclosure one.

- (1) HHD, I CTZ Signal Group
- (2) Da Nang Signal Battalion
- (3) 37th Signal Battalion composed of the following:
 - (a) HHD, 37th Signal Battalion (Spt)
 - (b) Company A (Spt)
 - (c) Company C (Spt)
 - (d) Company D/43rd (Spt)
 - (e) 337th Signal Company (R/R)
- (4) 63rd Signal Battalion composed of the following:
 - (a) HHC, 63rd Signal Battalion (Rad Cab)
 - (b) 596th Signal Company (Spt)
 - (c) 588th Signal Company (Spt)
 - (d) Company B/37th (Spt)
 - (e) 270th Signal Company (CA)
 - (f) 17th Cable Platoon (CC)

FOR OT UT

692185

Inclosure

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SUBJECT: Operational Report of Headquarters, I Corps Tactical Zone Signal Group for Period Ending 30 April 1969.

b. During the period 1 February through 30 April the following significant activities occurred within this command.

(1) Replacement of XXIV Corps TOC Switchboard: A switch-over to a new MTC-1 switchboard at XXIV Corps TOC was started on 2 February. The MTC-1 in service prior to this time was in need of rehabilitation and provided poor quality service due to its age. During the change-over each pair of the cable was parallel spliced so that no line was out of service for more than a few seconds. The old MTC-1 was taken out of service on 15 March.

(2) Acquisition of an additional UH-1H Helicopter: On 23 February the Group Aviation Section received a UH-1H bringing the total number of aircraft assigned the Group to three. The additional helicopter will allow more support to be given to subordinate units within the Group.

(3) Construction of fighting bunkers: In mid-February Group Headquarters personnel completed construction of three fighting bunkers within the Group Headquarters area. These bunkers, along with those of adjacent units, provide a secondary defensive line against enemy ground attack. Each bunker has a crew served weapon secured in a container attached to the bunker available for use at all times.

(4) Renovation of the XXIV Corps TOC Communications Center: Renovation of the XXIV Corps TOC Communications Center began on 1 March and was completed by the end of the month. The remodeling resulted in equipment being realigned, internal rewiring of the complex, and the addition of air conditioning to decrease equipment failures caused by lack of temperature and humidity control. Additional spare equipment was installed to provide greater flexibility and to decrease circuit restoral time.

(5) Rehabilitation of Frames: Switchboard frames at Dong Ha, Quang Tri Army, Quang Tri City, Gia Le, Camp Eagle, XXIV Corps Headquarters, and Duc Pho were rehabilitated beginning 1 March. These frames had been set up over a period of time, and, as a result, records were nonexistent or inaccurate. Rehabilitating the frames to professional standards and creating accurate records has eliminated many problems encountered in trouble shooting and troubleshooting circuits and has greatly improved quality assurance.

(6) Installation of Hue MACV - Hue Citadel Cable: A fifty pair cable connecting Hue MACV and Hue Citadel was accepted on 3 March. Circuits were switched from the FFH-72 VHF system to the cable by 15 March. The VHF system then reverted to a stand-by status. This cable has provided additional circuits to Hue Citadel and has increased circuit quality and reliability.

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(7) Support of XXIV Corps OPLAN 12-69: On 17 March the I CTZ Signal Group was given twelve hours notice to provide a twelve channel VHF system from Dong Ha to the 108th Field Artillery Group, and to establish a station at Da Nang in the XXIV Corps RATT Net. Through coordination among the 37th and 63rd Signal Battalions, XXIV Corps Signal Officer and the 108th Artillery, all communications requirements were met before the required time.

(8) Establishment of 30/70 class A/C Telephone Ratio: The Phu Bai Dial Telephone Exchange had exceeded both engineering standards and the USARV prescribed limit of 30% class A telephones in service. The excess of class A telephones hampered subscribers from quickly obtaining long distance trunks. A judicious elimination of all class A telephones installed allowed the ratio to reach to the 30/70 criteria by March 31. Stringent controls are now being used to keep this ratio at the required level.

(9) Establishment of the Group Communications Center Evaluation Team: The Group Communications Center Evaluation Team was established on 1 April as part of the increased emphasis on quality assurance. This team will analyze the performance of sixteen Group Communications Centers and make recommendations for operational improvements. Initial evaluation will be followed by subsequent inspections to insure strict compliance with established procedures and increased operating efficiency and thereby result in greater quality assurance.

(10) Acquisition of Battalion: In response to 1st Signal Brigade General Order 605, dated 2 April 1969, I CTZ Signal Group assumed operational and administrative control of the Da Nang Signal Battalion on 10 April 1969. Control of this battalion was transferred from the Regional Communications Group. This addition to the Group was part of the Brigade Commander's policy of Area Communications Command and Control.

(11) Establishment of VHF system in the A Shau Valley: The I CTZ Signal Group was requested by HQ, XXIV Corps to provide a twelve channel VHF system in the A Shau Valley to support the 2nd Brigade, 101st Airborne Division. The terminating stations for the system were established at FSB Whip and LZ Sally, a distance of approximately 25 miles. Within three hours after the equipment was in place, the system was established and operating. Although the profile between the sites was obstructed in places by mountain peaks, the signal levels were good, and the channels practically noise free.

(12) Change of Command at HHD, I CTZ Signal Group: On 22 April 1LT John H. Ringolspaugh assumed command of HHD, I CTZ Signal Group from 1LT Charles C. Gillett, who departed for an assignment in the 37th Signal Battalion.

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SUBJECT: Operational Report of Headquarters, I Corps Tactical Zone Signal Group for Period Ending 30 April 1969.

2. Section 2. Lessons Learned: Commanders Observations, Evaluations, and Recommendations:

a. Personnel & Administration:

(1) Reimbursement of AIK Imprest Funds

(a) OBSERVATION: USARV Regulation 37-1, dated 4 March 1969, limits reimbursement of AIK Imprest Funds to once per month. At the normal rate of expenditure in I CTZ Signal Group, on-hand funds are depleted every two weeks. Hiring of indigenous personnel must then be terminated until the next month when the fund may again be replenished.

(b) EVALUATION: Although AIK funds are used strictly on a daily basis, it is readily observed that the same employees return each day and function much in the same manner as permanent hires. These local nationals become familiar with their surroundings and supervisors. When funds are exhausted midway through the month, all daily hires must be suspended for the interim period awaiting funds. In most instances the individuals formerly employed have found jobs elsewhere and cannot be rehired. Consequently, valuable time is lost finding new employees, securing their on-post clearances, and familiarizing them with their duties. This process may take as long as a week. In addition to the loss of time, this process complicates the problem of base security by multiplying the number of local nationals who are granted access to the installation.

(c) RECOMMENDATION: USARV Regulation 37-1 should be amended to allow for reimbursement of imprest funds as often as necessary to maintain an adequate work force. This would prevent the useless waste of time and duplication of effort often encountered in the use of local national daily hires imposed by the provisions of the current regulation.

(2) Assignment Instructions

(a) OBSERVATION: In many instances rotational assignment instructions are not forwarded directly to battalions concerned, but are received at group level. Battalions must then call this Headquarters for assignment instructions.

(b) EVALUATION: This Headquarters is in constant telephonic communication with battalions concerning assignment instructions. 1st Signal Brigade forwards assignment instructions to Group Headquarters in a single copy rather than sending them directly to the battalions concerned. When this occurs, xeroxed copies are made and forwarded to the using unit. This process slows down replies to 1st Signal Brigade on the Centralized Acknowledgement and Deletion System (CADS).

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(c) RECOMMENDATION: Distribution of assignment instructions at 1st Signal Brigade should be made directly to battalions whose personnel are indicated on assignment instructions, or, when assignment instructions are sent to Group Headquarters, instructions should be forwarded in two or more copies so that a copy can be sent to the battalion indicated. If battalions received their assignment instructions directly from 1st Signal Brigade, this situation would be more efficiently handled, since a prompt receipt from and reply to 1st Signal Brigade would then result.

b. Operations:

(1) Rewiring of Power Distribution Systems

(a) OBSERVATION: Personnel of the battalions located at the communication sites do not have either the tools or requisite skill to perform power and electrical wiring.

(b) EVALUATION: On several occasions, site personnel have attempted to reengineer the power distribution systems within the site area, rewire fuse boxes, or correct other electrical wiring deficiencies. Due to improper methods of prechecking the power distribution, outages were extended resulting in a loss of communications to subscribers, and confusion on sites until qualified personnel arrived from engineer units to aid in restoring the electrical power.

(c) RECOMMENDATION: In the future, when site personnel reconfigure power distribution or attempt electrical wiring of any type, qualified personnel from nearby engineer units will be requested to inspect the project, make recommendations, and if possible, be present on site when the actual work is performed. If neighboring units cannot provide such technical help and advice, the battalions will request assistance from the Group. No project involving power distribution or electrical wiring may be performed before the above steps are taken.

(2) Care in Construction of Buried Cable Projects

(a) OBSERVATION: In many instances communications requirements cause buried cable projects to be so expedited that the cable is improperly installed and later provides poor circuit paths and numerous outages.

(b) EVALUATION: Locating and repairing cable damaged during construction requires more time than is saved by rushing construction, utilizes manpower and material needed elsewhere, and often results in extended communications outages to repair such cables. In addition, moisture penetrating into the cable deteriorates it, resulting in poor quality circuits and shorter cable lifetime.

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(c) RECOMMENDATION: Care should be taken to insure that completion dates for cable projects allow sufficient time for proper installation. Competent supervisors should be on site at all times to insure that cable is not damaged before or during installation. This will result in cable providing high quality communications circuits over a longer lifetime with minimum outages for maintenance.

(3) Site Visit by I CTZ Signal Group SYSCOM

(a) OBSERVATION: Site visits are currently being made by circuit controllers of the Group SYSCOM. These visits contribute to better performance and increases their knowledge of the circuits for which they are responsible.

(b) EVALUATION: On several occasions, the Group SYSCOM controllers were able to visit several of the communication sites within the I CTZ Signal Group's area of responsibility. During these visits, the controllers were briefed on equipment capability, percentage of back-up equipment, power arrangements, cable distribution, and means of troubleshooting circuits. With this knowledge, the controllers were better able to understand the impact of extended outages (circuit and power) at these sites, and to quickly direct battalion operations to aid in solving or correcting existing problem areas. This resulted in greater quality assurance.

(c) RECOMMENDATION: It is recommended that Group controllers be able to tour all sites at least once per quarter. This frequency of visits is needed due to changes in site structure, power capabilities, personnel changes, and mission requirements.

(4) Grounding and Bonding of Communications Equipment

(a) OBSERVATION: Circuit noise and personal shock hazards have been a continuous problem in communications at I CTZ Signal Group communications sites.

(b) EVALUATION: The unique situation in Vietnam, where tactical mobile communications equipment is installed in a semi-permanent location, has shown grounding and bonding procedures to be inadequately used. An additional problem is the use of commercial multi-pair cable which requires certain grounding and bonding techniques. Six foot rods are supplied with each van. By experience, a ground rod must be driven a minimum of twelve, and occasionally twenty-five feet to obtain a satisfactory ground. The high RF and AC fields found in congested communication areas make bonding imperative. Multipair cable in these areas have high noise levels if not properly grounded. Measurements taken in these areas have been as high as 90 volts between outside metal and a communications van.

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(c) RECOMMENDATION: All units should be provided with sectional ground rods which could be driven a minimum of twelve feet. All grounding points should be tied together into one station ground. Other methods such as burying radiators, metal beds, engine blocks, pierced steel plate (PSP), etc., if used, should be bonded to the station ground. Cable splice cases and messenger wires at each pole should be grounded, and cable sheaths should be bonded whenever a splice is made, and grounded at each end. This is an extremely important phase of quality assurance.

3. Training - None

4. Intelligence - None

5. Logistics: Requisition of Air Mailable Parts.

a. OBSERVATION: Subordinate units within this Group are experiencing extremely high deadline rates on ten and fifteen MW generators and certain signal equipment.

b. EVALUATION: The primary reason for the high deadline rate is due to the slow fill of small repair parts. Direct Support Units supporting this command are experiencing an excessive percentage of zero balance on engineer and signal repair parts with no immediate relief foreseen.

c. RECOMMENDATION: Authorization should be given units to requisition small air mailable generator and signal parts directly from Headquarters USASTRATCOM Logistics Section.

6. Organization - None

7. Other: Shaped Charges as Anti-Personnel Mines.

a. OBSERVATION: Shortages of Claymore Anti-Personnel Mines often leave site defenses lacking for an area weapon of this type.

b. EVALUATION: Occasionally there have been temporary shortages of Claymore Anti-Personnel Mines which result in a weakening of perimeter defenses. Employing shaped charges with barbed wire, nails, and other similar objects in front of the shaped charge has effectively bridged the time gap until claymore mines again become available. These makeshift mines must be adequately sandbagged at the rear and sides to protect friendly troops from the backblast. It has also been discovered that this weapon has a greater range and killing radius than normal claymore mines.

c. RECOMMENDATION: That units be advised of the possibility of employing this anti-personnel device where shortages of claymore mines exist.

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SUBJECT: Operational Report of Headquarters, I Corps Tactical Zone Signal
for Period Ending 30 April 1969.

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Mitchel Goldenthal
MITCHEL GOLDENTHAL
Colonel, SigC
Commanding

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SCCPV-OP (14 May 69) 1st Ind
SUBJECT: Operational Report of Headquarters, I Corps Tactical Zone Signal
Group for Period Ending 30 April 1969, RCS CSFOR-65 (R1)

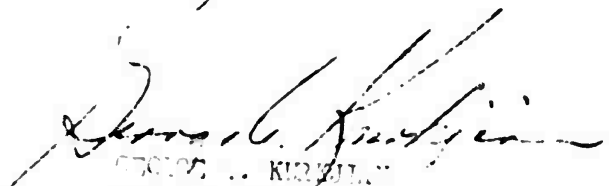
DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384

29 May 69

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST,
APO 96375

1. Subject report is forwarded in accordance with USARV Regulation 525-15.
2. This headquarters has reviewed the report and concurs in it with the following comments and/or exceptions concerning referenced paragraphs:
 - a. Paragraph 2a(1), page 4. Paragraph 5h, USARV Regulation 37-1, dated 4 March 1969 states that the fund is to be replenished not less than once per month. ICTZ Signal Group may replenish their interest fund as often as necessary to maintain an adequate work force.
 - b. Paragraph 2a(2), page 4. Assignment instructions received by this headquarters under the new Centralized Acknowledgment and Deletion System (CADS) established 15 Apr 69 are now transmitted by CGH to each Battalion concerned and an information copy to each Group headquarters. Assignment instructions not received under CADS are also sent to both Group headquarters and Battalion headquarters by this headquarters.
 - c. Paragraph 2b(2), page 5. Concur. Every possible effort will be made to establish realistic target dates for cable projects.
 - d. Paragraph 5, page 7. 1st Logistical Command isolated this problem to a local directive, Log Comd Reg 700-24, which prohibited Direct Support units from stocking initial stockpile PII items unless demand supported. Log Comd Reg 700-24 has been amended by Msg 6973 dtd 14 May 69 which requires all DSU/CSU facilities to stock all initial PII items.

FOR THE COMMANDER:


COLONEL, GS
Colonel, GS
Chief of Staff

CF: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D.C. 20310
Commanding General, United States Army Strategic Communications Command
ATTN: SCC-OPS-RT, Fort Huachuca, Arizona
Commanding Officer, 21st Signal Group, APO 96240

AVHGC-DST (14 May 1969) 2d Ind
SUBJECT: Operational Report of Headquarters, I Corps Tactical Zone
Signal Group for Period Ending 30 April 1969

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 17 JUN 1969


THRU: Commanding General, United States Army Strategic Communications
Command-Pacific, APO 96557

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 30 April 1969 from Headquarters, I Corps Tactical Zone Signal Group.

2. Reference item concerning grounding and bonding of communications equipment, section II, page 6, paragraph b(4); concur. A comprehensive six page article on this subject was published in the January 1969 edition of the USARV "Command Communications" pamphlet, which receives command-wide distribution. Additionally, USAECOM has been requested to fabricate and provide to USARV, a quantity of 250 grounding and bonding kits especially designed for soil conditions found in Vietnam. Recommend this item be addressed by the USAECOM at Fort Monmouth, New Jersey.

FOR THE COMMANDER:


W. C. ARNTZ
CPT, AGC
Assistant Adjutant General

Cy furn:
I CTZ Sig Gp
1st Sig Bde


GPOP-DT (14 May 69) 3d Ind
SUBJECT: Operational Report of HQ, I CTZ Sig Gp for Period Ending
30 April 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 1 JUL 69

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

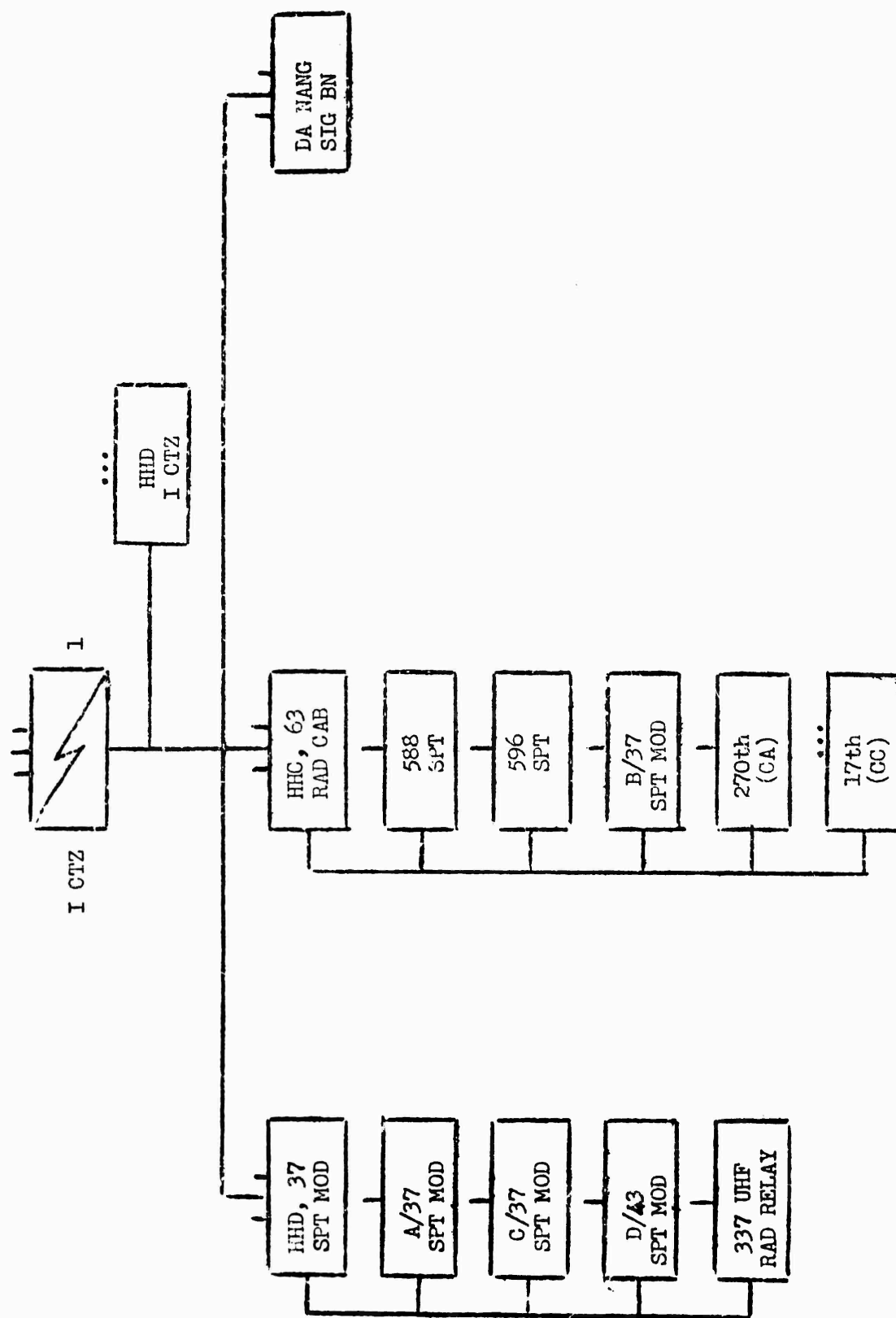
This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG

I CTZ SIGNAL GROUP ORGANIZATION



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